



Hamilton County Emergency Management 2021-2023 Multi-Year Strategic Plan

October 6, 2021



Hamilton County Emergency Management 2021-2023 Multi-Year Strategic Plan

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Promulgation Page

The contents of this 2021-2023 Multi-Year Strategic Plan have been reviewed, approved, and adopted for implementation by the Executive Director of Hamilton County Emergency Management.

A handwritten signature in black ink, appearing to read "Shane Booker", is written over a horizontal line.

Shane Booker, Executive Director

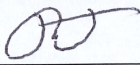
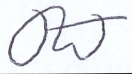
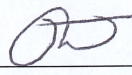
4-19-22

Date



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Evaluation and Revisions Log

Date	Description	Name and Title	Signature
10/14/2021	2021 Annual Review with the EMAC	Ryan Tennessen Deputy Director	
3/29/2022	Updated Year 1 and Year 2 Milestones as achieved	Ryan Tennessen Deputy Director	
4/15/2022	Update Plan Evaluation Section	Ryan Tennessen Deputy Director	



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Introduction

Greetings:

Emergency management teaches the community to help themselves before something bad happens. When emergencies occur, Hamilton County Emergency Management supports police and fire with trained personnel, equipment, and coordination to return things to normal as soon as possible. Hamilton County Emergency Management is a county department staffed by dedicated volunteers and employees who stand ready to help our partners throughout our cities, towns, and unincorporated areas at any moment.



Shane Booker, Executive Director

Growing up in Noblesville, I spent a great deal of time throughout the county. My grandparents lived west of Arcadia, and I have fond memories of Cicero, Arcadia, and Atlanta. My family attended church in Eagletown, we stopped in Westfield along the way, and our church picnics were always held at Biddle Memorial Park in Sheridan. Hamilton County is home to me, and I am proud of the fantastic accomplishments of all of our communities. My entire career has been in public service, and emergency management is my life's passion. It is an honor and a privilege to serve my home county as the executive director of Hamilton County Emergency Management.

I appreciate your time and interest in spending a few minutes to learn where we are taking emergency management. We all play a part in emergency preparedness, and I ask you to make it a high priority for you, your family, and your friends. Knowing what to do during an emergency at home, school, work, and beyond is vitally important and results in a more resilient community. After you read our plan, please set some goals of your own to increase your readiness. Have an emergency kit, make sure your family has a plan, and that you have multiple ways to receive emergency information, including downloading the HCEM App and buying a weather radio. You can also request an emergency preparedness workshop for your neighborhood, church, or civic group. For more information, visit our website at <https://hamiltoncounty.in.gov/em>.

Thank you for your part in ensuring you, your family, your neighborhood, and our great county is prepared.

Best Regards,

A handwritten signature in black ink, appearing to read "Shane Booker".

Shane Booker

Executive Director

Hamilton County Emergency Management



Hamilton County Emergency Management

2021-2023 Multi-Year Strategic Plan

Purpose

Hamilton County's strategic plan for Emergency Management establishes a multi-year framework to ensure an effective program to meet the needs of our community. The plan allows for a common understanding of the vision and direction of the department by establishing goals, objectives, and milestones. The result will keep the county's program on a continual improvement trajectory to remain one of the most progressive emergency management programs in the state of Indiana.

Mission

The mission of Hamilton County Emergency Management (HCEM) is to provide Hamilton County residents, businesses, non-profit organizations, and local governments the education and support necessary to reduce the loss of life and property and to protect the environment from all-hazards through a comprehensive, risk-based emergency management program of mitigation, preparedness, response, and recovery.

Vision

Hamilton County Emergency Management shall continue developing and maintaining a premier and leading-edge, all-hazards emergency management program that encompasses all organizations in the public and private sectors. This will include citizens; government at the local, county, state, and federal levels; public and private school corporations; businesses; faith-based organizations, non-governmental, and volunteer agencies. The program will coordinate comprehensive emergency planning, training, and exercises needed to ensure maximum efficiency and benefit from hazard prevention/mitigation, preparedness, response, and recovery to protect lives and property in Hamilton County. The program will be professional, responsive and shall strive to address all the needs of the citizens of Hamilton County.

Plan Implementation

This strategic plan identifies and establishes a list of goals for HCEM to achieve from 2021 through 2023. Each of the goals has corresponding objectives identified. The objectives serve as critical milestones to achieve within specific target timeframes. Milestone completion will ensure that objectives are accomplished in support of achievement of the established goals for HCEM.

The Hamilton County Emergency Management Advisory Council (EMAC) and our community stakeholders provide input regarding the development and implementation of this strategic plan. The EMAC and our community partners assist with establishing goals, objectives, and milestones for HCEM. The EMAC officially approves the plan for implementation. HCEM will then implement the plan and work towards completion of the milestones and objectives to achieve the overall goals for HCEM.

Effective implementation of this plan will further improve emergency management in Hamilton County.



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Goals and Objectives

Goal One: Enhance Community Outreach and Volunteer Coordination

Objectives:

1. Obtain support from Hamilton County Commissioners to add a part-time position to the HCEM team to enhance community outreach and volunteer coordination in 2021 and beyond.
2. Obtain Hamilton County Council approval on the 2021 budget, including an additional part-time position that will focus efforts on enhancing community outreach and volunteer coordination for HCEM in 2021 and beyond.
3. Create position description titled Community Outreach and Volunteer Coordinator for the part-time position and submit it to Hamilton County Human Resources for review and approval.
4. Obtain approval for the part-time Community Outreach and Volunteer Coordinator position from Hamilton County Human Resources.
5. Post the part-time position for applicants to apply for the Community Outreach and Volunteer Coordinator position with HCEM.
6. Conduct interviews to screen applicants and determine the best candidate for the position.
7. Hire the best candidate for the part-time Community Outreach and Volunteer Coordinator position.
8. Train the new part-time employee following HCEM baseline training standards.
9. Ensure effective community outreach occurs with various community groups (e.g., religious, business, civic, and other groups).

Goal Two: Increase Mitigation and Recovery Planning

Objectives:

1. Obtain support from Hamilton County Commissioners to add a part-time position to the HCEM team to focus efforts on increasing mitigation and recovery planning in 2021 and beyond.
2. Obtain Hamilton County Council approval on the 2021 budget, including an additional part-time position that will focus efforts on increasing mitigation and recovery planning for HCEM in 2021 and beyond.
3. Create a position description titled Recovery Specialist for the part-time position and submit it to Hamilton County Human Resources for review and approval.
4. Obtain approval for the part-time Recovery Specialist position from Hamilton County Human Resources.
5. Post the part-time position for applicants to apply for the Recovery Specialist position with HCEM.
6. Conduct interviews to screen applicants and determine the best candidate for the position.
7. Hire the best candidate for the part-time Recovery Specialist position.
8. Train the new part-time employee following HCEM baseline training standards.
9. Ensure effective communication and planning with municipal and county-level government departments, planning councils, and others.



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Goal Three: Long-Term Equipment Revitalization

Objectives:

1. Evaluate the current condition of existing capital asset resources (\$5,000 or more) to determine the equipment lifecycle to maintain existing emergency response capabilities.
2. Establish a lifecycle replacement schedule to ensure effective stewardship of county funds while maintaining response capabilities. For example, replace equipment when the resale value is still competitive and reduce significant expenses related to ongoing repairs and replacement.
3. Coordinate with the Hamilton County Commissioners to approve the lifecycle replacement schedule to ensure existing response capabilities are maintained.
4. Obtain Hamilton County Council approval for capital asset procurement as outlined in the lifecycle replacement schedule to retain existing capabilities.
5. Purchase approved equipment, file capital asset paperwork, and send replaced equipment to the auction.
6. Update the equipment lifecycle to set and maintain expectations regarding the longevity of county resources.

Goal Four: Resource Needs

Objectives:

1. Identify resource needs based upon the Multi-Hazard Mitigation Plan, focusing on resources typically needed for response and recovery.
2. Use the established resource needs list to determine what is available through public and private sector partners.
3. Create and maintain a resource listing database of available resources, after-hours contact points, and ensure supply diversity when resource demands are high.
4. Update resource listing document to include updated resources.
5. Determine district and regional resources that are available.

Goal Five: Logistics Program Management

Objectives:

1. Establish a comprehensive logistics program to meet the needs for incident command posts and emergency operations center/multi-agency coordination center operations.
2. Meet with other logisticians throughout central Indiana to understand logical processes and best practices.
3. Attend logistics-related training through the National Wildland Fire Coordination Group, other state emergency management programs, or other programs.
4. Identify ways to best order, track, deploy, and demobilize large numbers of resources in a short amount of time. Ensure plans reflect these processes, develop SOPs, checklists, and update processes in WebEOC.
5. Update the logistics plan to incorporate information, processes, and best practices.
6. Ensure the logistics plan is reviewed by stakeholders and feedback is incorporated.
7. Develop the Logistics Section Chief binder to serve as a quick reference guide to resource management processes.



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Goal Six: Achieve Emergency Management Accreditation Program (EMAP) Certification

Objectives:

1. Assign an EMAP accreditation manager.
2. Review EMAP standards and work as a team to achieve them.
3. Continue documentation efforts to prepare for Emergency Management Accreditation Program (EMAP) certification process.
4. Prepare documentation to submit to EMAP for review.
5. Prepare for on-site EMAP assessment.
6. Achieve EMAP Certification by 2022 to become the first county in the State of Indiana to do so.



Hamilton County Emergency Management 2021-2023 Multi-Year Strategic Plan

Milestones

Year One – 2021

Goal Number	Objective Number	Milestones	Quarter	Completed	Completion Date
1	1	Obtain support from Hamilton County Commissioners to add an additional part-time position to the team for community outreach and volunteer coordination.	First	Yes	October 2020
1	2	Obtain Hamilton County Council approval on the 2021 budget which includes an additional part-time position for community outreach and volunteer coordination.	First	Yes	October 2020
1	3	Create position description titled Community Outreach and Volunteer Coordinator and submit to Hamilton County Human Resources for review and approval.	First	Yes	January 2021
1	4	Obtain approval from Human Resources for the part-time Community Outreach and Volunteer Coordinator position.	First	Yes	January 2021
1	5	Post the part-time position for applicants to apply for the Community Outreach and Volunteer Coordinator position.	First	Yes	February 2021
1	6	Conduct interviews to screen applicants and determine the best candidate.	First	Yes	March 2021



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Goal Number	Objective Number	Milestones	Quarter	Completed	Completion Date
1	7	Hire the best candidate for the part-time Community Outreach and Volunteer Coordinator position.	First	Yes	March 2021
1	8	Train the new part-time employee in accordance with HCEM baseline training standards.	Fourth	Yes	December 2021
1	9	Ensure routine community outreach is occurring with various community groups (e.g., religious, business, civic, minority, and other groups).	Fourth	Yes	December 2021
2	1	Obtain support from Hamilton County Commissioners to add an additional part-time position to the team to increase mitigation and recovery planning.	First	Yes	October 2020
2	2	Obtain Hamilton County Council approval on the 2021 budget which includes an additional part-time position for mitigation and recovery planning.	First	Yes	October 2020
2	3	Create position description titled Recovery Specialist and submit to Hamilton County Human Resources for review and approval.	First	Yes	January 2021
2	4	Obtain approval from Human Resources for the part-time Recovery Specialist position.	First	Yes	January 2021



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Goal Number	Objective Number	Milestones	Quarter	Completed	Completion Date
2	5	Post the part-time position for applicants to apply for the Recovery Specialist position.	First	Yes	February 2021
2	6	Conduct interviews to screen applicants and determine the best candidate.	First	Yes	March 2021
2	7	Hire the best candidate for the part-time Recovery Specialist position.	First	Yes	March 2021
2	8	Train the new part-time employee in accordance with HCEM baseline training standards.	Fourth	Yes	December 2021
2	9	Ensure effective communication and planning with municipal and county-level government departments, planning councils, and others to increase mitigation and recovery planning.	Second	Yes	December 2021
5	2	Meet with other logisticians throughout central Indiana.	Fourth	Yes	October 2021
6	1	Assign an EMAP accreditation manager.	First	Yes	March 2021
6	2	Review EMAP standards and work as a team to achieve them.	First	Yes	March 2021
			Second		June 2021
			Third		September 2021
			Fourth		December 2021



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Goal Number	Objective Number	Milestones	Quarter	Completed	Completion Date
6	3	Continue documentation efforts to prepare for Emergency Management Accreditation Program (EMAP) Certification process.	First	Yes	March 2021
			Second		June 2021
			Third		September 2021
			Fourth		December 2021



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Year Two – 2022

Goal Number	Objective Number	Milestones	Quarter	Completed	Completion Date
5	1	Establish a comprehensive logistics program to meet the needs of incidents.	First	Yes	
5	3	Attend logistics-related training.	Second		
5	4	Identify ways to best order, track, deploy, and demobilize large numbers of resources in a short amount of time. Ensure plans reflect these processes, develop SOPs, checklists, and update processes in WebEOC.	Third		
5	5	Update the logistics plan.	Fourth		
5	6	Ensure logistics plan is reviewed by stakeholders and incorporate feedback as needed.	Fourth		
5	7	Develop the Logistics Section Chief binder.	Fourth		
6	3	Continue documentation efforts to prepare for Emergency Management Accreditation Program (EMAP) Certification process.	First Second Third		March 2022
6	4	Prepare documentation to submit to EMAP for review.	Third		
6	5	Prepare for on-site EMAP assessment.	Fourth		



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Goal Number	Objective Number	Milestones	Quarter	Completed	Completion Date
6	6	Achieve EMAP Certification by 2022 to become the first county in the State of Indiana to do so.	Fourth		



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Year Three – 2023

Goal Number	Objective Number	Milestones	Quarter	Completed	Completion Date
3	1	Evaluate current condition of existing Emergency Management Resources to determine equipment life cycle.	First		
3	2	Establish equipment life cycle to ensure routine review of equipment conditions and determine what equipment needs phased out and replaced to maintain response capabilities.	First		
3	3	Coordinate with the Hamilton County Commissioners for approval to phase out equipment that needs retired and for support on replacement with newer equipment to maintain capabilities.	Third		
3	4	Obtain Hamilton County Council approval to spend funds to replace phased out equipment with newer equipment to retain existing capabilities.	Third		
3	5	Purchase new equipment as approved according to the equipment life cycle.	Fourth		
3	6	Ensure equipment life cycle is current and updated annually moving forward to set and maintain expectations on the longevity of county resources.	Fourth		
4	1	Identify resource shortfalls and challenges.	First		



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Goal Number	Objective Number	Milestones	Quarter	Completed	Completion Date
4	2	Determine how to overcome resource shortfalls and challenges.	Second		
4	3	Create and maintain a resource listing database of available resources.	Third		
4	4	Update resource listing document to include updated resources.	Third		
4	5	Determine district and regional resources that are available.	Fourth		



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Plan Evaluation

This 2021-2023 Multi-Year Strategic Plan requires periodic evaluation to determine if the identified goals are being met. At a minimum, HCEM will meet annually to evaluate and review the progress that has been made over the previous year to achieve objectives, milestones, and goals identified within this plan. Annual evaluation allows an opportunity for HCEM to determine what milestones and objectives were achieved to meet the goals as identified in the plan. Likewise, it also allows an opportunity to determine where shortfalls may exist that prevented objectives, milestones, and subsequently the goals from not being fully achieved. Corrective actions can then be identified by HCEM to determine alternate solutions and where changes, revisions, or updates need to be made to the plan to better achieve the goals. The annual evaluation must occur as early as possible during the fourth quarter and will be documented on the evaluations and revisions log. Completing the evaluation as early as possible during the fourth quarter will allow HCEM leadership adequate time to prepare to review with the EMAC at the fourth quarterly meeting.

HCEM will review with EMAC the progress made to achieve goals, identify any shortfalls, and possible corrective action solutions to address shortfalls with the EMAC. Review with the EMAC will also provide another opportunity to solicit feedback and evaluation on the plan from our community stakeholders that participate in the EMAC. The EMAC will assist with the identification of appropriate corrective actions as needed, and the identification of any additional new objectives, milestones, or goals that should be implemented moving forward. Following the review with the EMAC, HCEM will make changes, revisions, or updates to the strategic plan. HCEM will then share a final copy of the plan with EMAC and work to implement the plan.

Plan Revision

HCEM leadership will revise the plan following the annual evaluation and the fourth quarterly EMAC meeting. This will ensure all revisions, including those provided by our stakeholders that participate in EMAC, are made and incorporated into the strategic plan by HCEM leadership. All revisions will be documented on the evaluations and revisions log.

Conclusion

This 2021-2023 Multi-Year Strategic Plan will provide overall guidance and direction to HCEM over the next three years to ensure the delivery of an effective Emergency Management Program for Hamilton County. HCEM will utilize this plan to ensure accountability and guarantee that the identified goals, objectives, and milestones identified are achieved to further develop the Hamilton County Emergency Management Program. Hamilton County Emergency Management strives to be a good steward of Emergency Management and to ensure the utmost preparedness and resiliency of the community of Hamilton County through the delivery of a robust Emergency Management Program.



Hamilton County Emergency Management 2021-2023 Multi-Year Strategic Plan

Contact Information

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